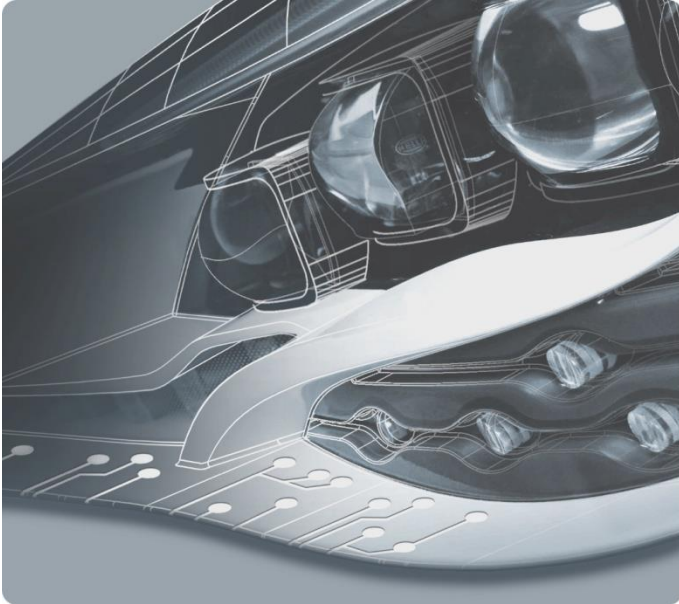




Technology with Vision

# HELLA Group Overview

September 2016



# HELLA Group

## Overview



- Partner of the automotive industry and the aftermarket for **over 100 years**
- Global **market-listed, family-owned company with more than 125 locations in over 35 countries**
- **Sales of € 6.4 billion** FY 2015/2016
- Approx. **34,000 employees** worldwide, thereof over **6,000 in Research & Development**
- One of the **top 40 automotive suppliers in the world** and **one of the 100 largest German industrial companies**

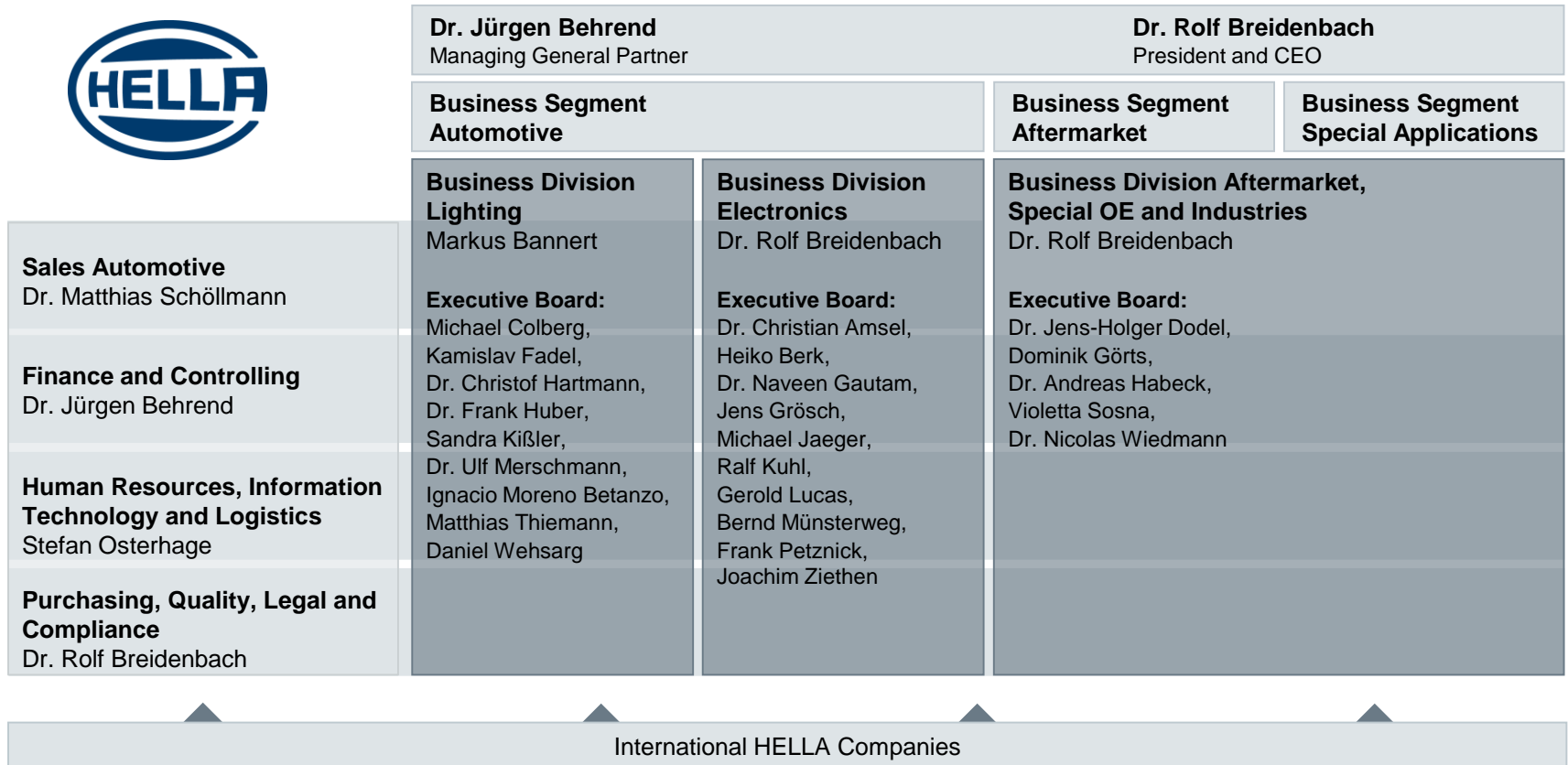
### Business Segments

Automotive		Aftermarket			Special Applications
Lighting	Electronics	Independent Aftermarket	Wholesale	Garage Equipment	Special Original Equipment
<ul style="list-style-type: none"> <li>• Headlamps</li> <li>• Rear Combination Lamps</li> <li>• Small Lamps</li> <li>• Interior Lighting</li> <li>• Lighting Electronics</li> </ul>	<ul style="list-style-type: none"> <li>• Body Electronics</li> <li>• Energy Management</li> <li>• Driver Assistance Systems</li> <li>• Sensors</li> <li>• Actuators</li> <li>• Electric Power Steering</li> </ul>	<ul style="list-style-type: none"> <li>• Parts</li> <li>- Wear Parts</li> <li>- Spare Parts</li> <li>- Accessories</li> <li>• Tools</li> <li>• Services</li> <li>- Technical Service</li> <li>- Sales Support</li> </ul>	<ul style="list-style-type: none"> <li>• Full Range</li> <li>- Parts</li> <li>- Tools</li> <li>• Workshop Concepts</li> <li>- Services</li> <li>- Information</li> <li>• Local Branch Network</li> <li>• Logistics</li> <li>• E-Commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Vehicle Diagnostic &amp; Vehicle Data</li> <li>• Air Conditioning Service</li> <li>• Lighting Service</li> <li>• Battery Service</li> <li>• Tools</li> </ul>	<ul style="list-style-type: none"> <li>• Original equipment for commercial vehicles with lighting and electronics e.g.</li> <li>- Buses</li> <li>- Caravans</li> <li>- Agricultural vehicles</li> <li>- Construction equipment</li> </ul>



# HELLA Group

## Corporate Structure



General Partners: Dr. Jürgen Behrend, HELLA Geschäftsführungsgesellschaft mbH  
 Management Board of HELLA Geschäftsführungsgesellschaft mbH:  
 Dr. Rolf Breidenbach (CEO), Markus Bannert, Stefan Osterhage, Dr. Matthias Schöllmann  
 Chairman of the Supervisory Board: Prof. Dr. Michael Hoffmann-Becking  
 Shareholder Committee: Manfred Wennemer (Chairman), Moritz Friesenhausen, Roland Hammerstein, Dr. Gerd Kleinert, Klaus Kühn, Dr. Matthias Röpke, Konstantin Thomas



# HELLA Group History

## 1899 – 2016: Milestones



**Founding**  
of the West-  
fälische  
Metall  
Industrie  
AG

1899



HELLA  
becomes a  
trademark

1908



**First  
factory  
abroad** in  
Australia

1961



**Start of  
production  
in China**

1992



**Beginning  
of Network  
Strategy:**  
Joint Venture  
for air  
conditioning  
control units  
and front-end  
modules  
with Behr

1999



**Continuation  
of Network  
Strategy:**  
Joint Venture  
for diagnostics  
with Gutmann;  
Joint Venture  
for chassis  
electronics and  
driver  
assistance  
systems  
with Mando

2008



**HELLA  
becomes a  
listed  
company**  
On 11  
November  
2014 HELLA  
shares are  
traded for the  
first time on the  
Frankfurt Stock  
Exchange.

2014



**MUTLIBEAM  
LED:**

84 individual  
controllable  
LEDs per  
headlamp  
adjust the light  
distribution  
dynamically,  
depending on  
traffic, weather,  
and road  
conditions. The  
adaptive High  
Beam Assistant  
Plus also  
ensures that  
high beam is  
used more  
frequently

2016

- 12% global market share\* in lighting business, top 2 Europe\*
- Leading market position with regard to selected electronic products
- One of the largest trade organizations for spare parts in Europe
- More than 125 locations in over 35 countries
- More than 10 Joint Ventures

Today

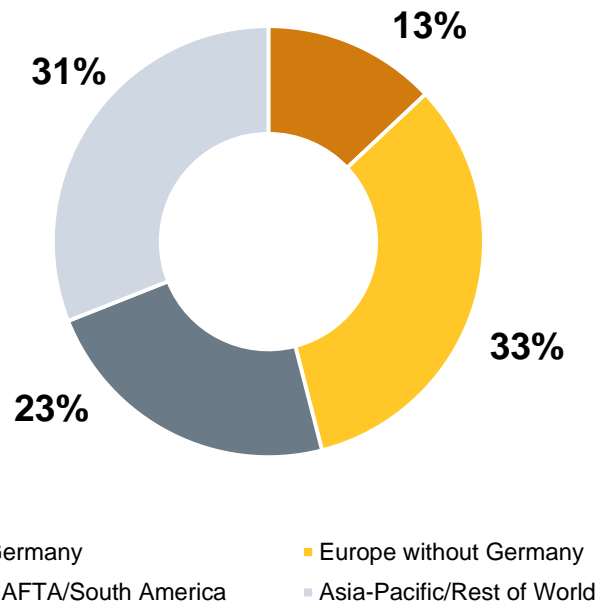
\* Based on a market study commissioned by HELLA



# HELLA Group

## Regional market coverage by location of end customers FY 2015/2016

### Sales Automotive by regions FY 2015/2016

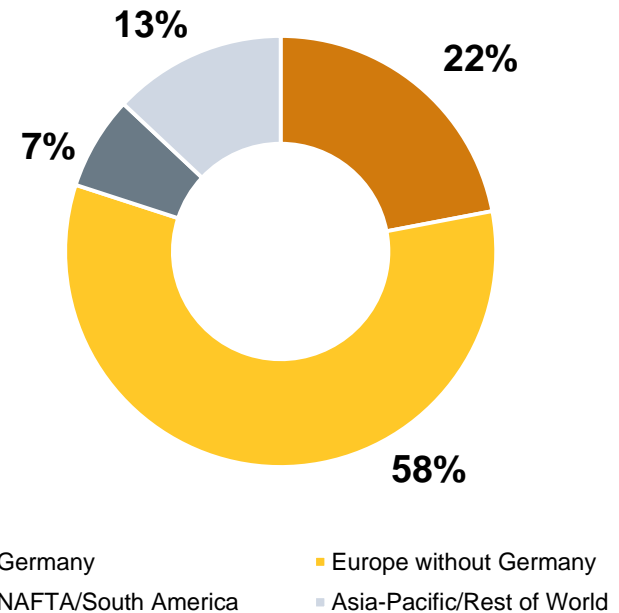


Sales\* of € 4.8 billion



**Presence boosted in global growth markets**

### Sales Aftermarket and Special Applications by regions FY 2015/2016



Sales\* of € 1.5 billion



**Business focus Europe ("regional business")**

\* with third-party companies, without intersegment sales

# HELLA Group

## Business development FY 2014/2015 – FY 2015/2016

Key figures of the income statement	Fiscal Year 2014/2015	Fiscal Year 2015/2016	Change
<b>Sales</b> in € billion	<b>5.8</b>	<b>6.4</b>	<b>9%</b>
<b>Adjusted EBITDA</b> in € million (% of sales)	<b>781</b> (13.4%)	<b>858</b> (13.5%)	<b>10%</b>
<b>EBITDA</b> in € million (% of sales)	<b>766</b> (13.1%)	<b>816</b> (12.8%)	<b>7%</b>
<b>Adjusted EBIT</b> in € million (% of sales)	<b>445</b> (7.6%)	<b>476</b> (7.5%)	<b>7%</b>
<b>EBIT</b> in € million (% of sales)	<b>430</b> (7.4%)	<b>420</b> (6.6%)	<b>-2%</b>

# HELLA Group

## Development of key figures FY 2012/2013 – 2015/2016

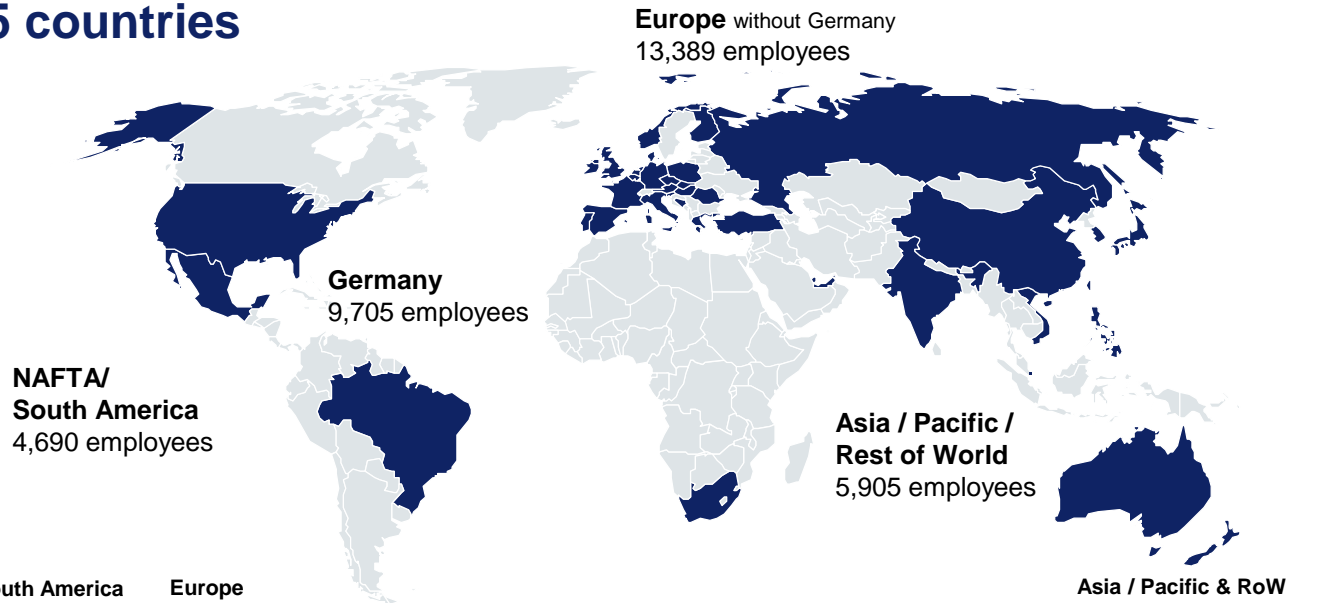
Important key figures	Fiscal Year 2013/2014 <sup>1</sup>	Fiscal Year 2014/2015	Fiscal Year 2015/2016
<b>Equity</b> in € billion	<b>1.3</b>	<b>1.9</b>	<b>2.0</b>
<b>Equity Ratio</b>	<b>30%</b>	<b>39%</b>	<b>40%</b>
<b>Net Debt / EBITDA</b>	<b>0.6x</b>	<b>0.2x</b>	<b>0.3x</b>
<b>Research &amp; Development Expenditure</b> in € million	<b>514</b>	<b>544</b>	<b>623</b>
<b>Employees as of balance sheet date</b> (May 31)	<b>30,692</b>	<b>31,864</b>	<b>33,689</b>

1) Adjusted on account of reclassification of other financial results. Further explanations are contained in the Notes to the Consolidated Financial Statement under number 6.

# HELLA Group

## Global network

→ 33,689 employees\* are working for HELLA at more than 125 locations in over 35 countries



### NAFTA / South America

- Brazil ■ ▲ ○
- Mexico ■ ▲ ○
- USA ■ ▲ ○

### LEGEND

- → Sales
- ▲ → Production
- → Development

### Europe

- Austria ■ ▲ ○
- Belgium ■
- Bosnia-Herzegovina ■ ▲
- Czech Republic ■ ▲ ○
- Denmark ■ ▲ ○
- Finland ■ ▲ ○
- France ■ ○
- Germany ■ ▲ ○
- Greece ■
- Hungary ■
- Ireland ■
- Italy ■
- Netherlands ■
- Norway ■
- Russia ■
- Poland ■
- Portugal ■
- Romania ■ ▲ ○
- United Kingdom ■

### Asia / Pacific & RoW

- Slovakia ▲ ○
- Slovenia ▲ ○
- Spain ■ ▲
- Switzerland ■
- Turkey ■
- Australia ■ ▲
- China ■ ▲ ○
- Dubai ■
- India ■ ▲ ○
- Japan ■ ○
- New Zealand ■ ▲ ○
- Philippines ■ ▲
- Singapore ■
- South Korea ■ ▲ ○
- Thailand ■
- Vietnam ○
- South Africa ■

\* As of balance sheet date (May 31, 2016)